



International
Wellbeing Insights
People, Culture & Wellbeing



Stress Management Society
from distress to de-stress

Managers' Managing Wellbeing

Empowering and Encouraging Your Team

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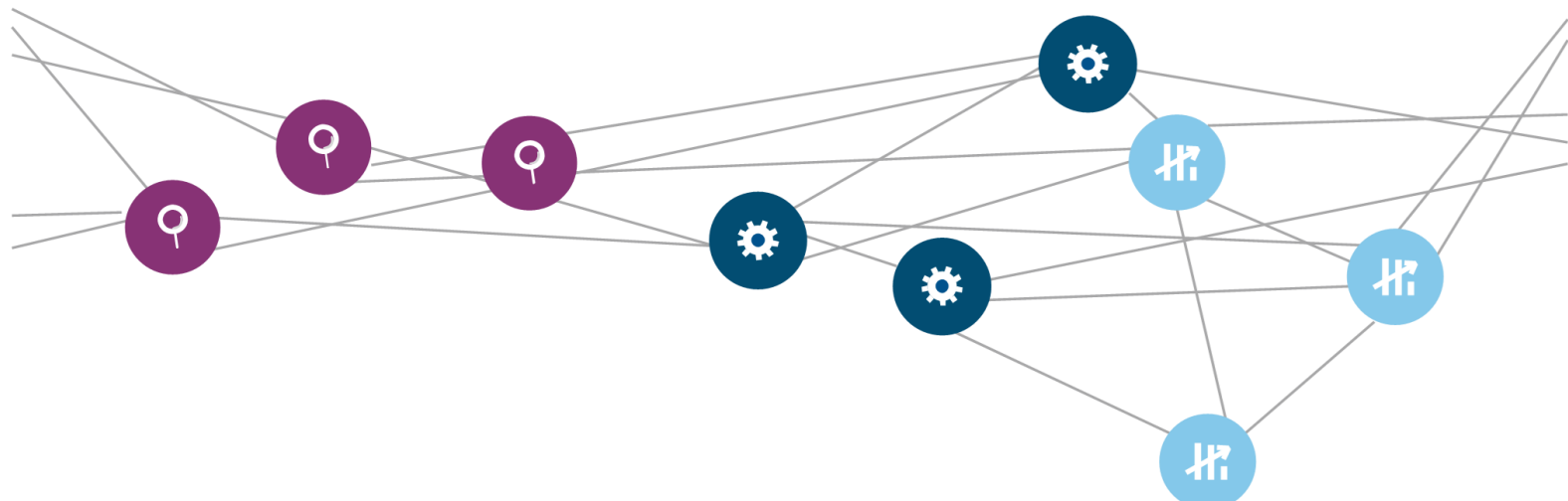
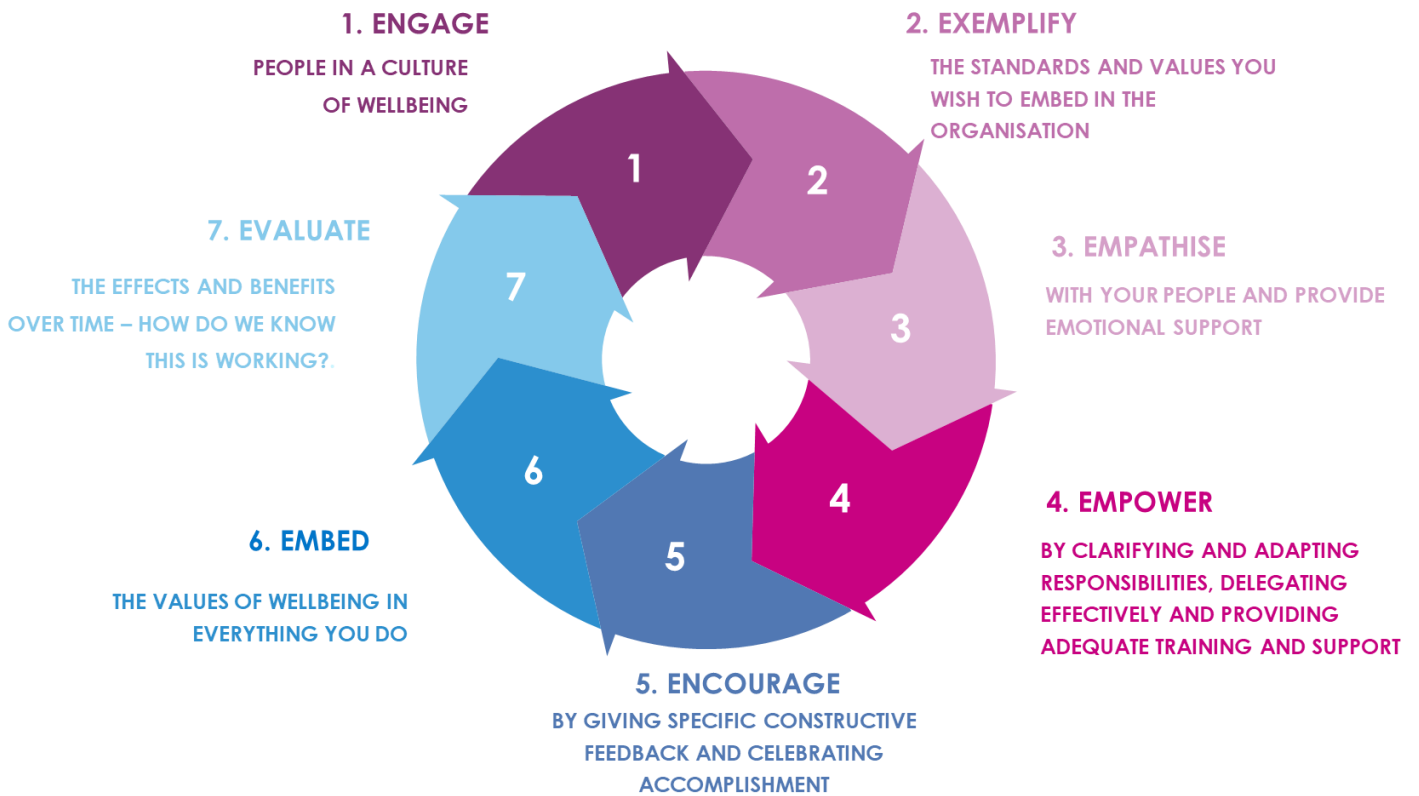
SIMON ♦ KUCHER & PARTNERS
Strategy & Marketing Consultants



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THE 7 Es FRAMEWORK: PROACTIVE MEASURES TO MINIMISE RISK AND CREATE A CULTURE OF WELLBEING



THE 7 Es FRAMEWORK TO CREATE A CULTURE OF WELLBEING

EMPOWER

Empower your staff by providing the necessary knowledge and skills to enable staff to solve their problems themselves. Empowering staff can also mean decentralizing management by devolving power to lower management and giving more authority and decision-making power to staff.

OPPORTUNITY

LICENCE TO DO

SKILLING UP

CONFIDENCE

EXAMPLES

- ANNUAL APPRAISAL (ALSO A PART OF ENGAGEMENT)
- RESPONSIBILITY FOR PROBLEM SOLVING AND PROCESS DEVELOPMENT
- RECORDING OR DOCUMENTING THE 'HOW TO...'
- EXTERNAL STAFF TRAINING GIVES STAFF TIME OUT OF WORK TO ATTEND RELEVANT TRAINING THAT WILL HELP THEM WORK MORE EFFECTIVELY AND EFFICIENTLY
- INTERNAL STAFF TRAINING GIVES STAFF TIME OUT OF WORK TO UNDERSTAND THE ORGANISATION'S PROCESSES AND TO REDUCE A MANAGER'S INVOLVEMENT IN THEIR STAFF'S DUTIES

THE 7 Es FRAMEWORK TO CREATE A CULTURE OF WELLBEING

PRACTICAL EXAMPLES FROM YOUR COLLEAGUES

- PROVIDING OPPORTUNITY, LICENCE TO DO, ALLOWING THEM TO MAKE DECISIONS/ DEVELOP
- COMMUNICATE THAT MISTAKES CAN AND DO HAPPEN, WE LEARN AND GROW FROM THEM - BUT SLOPPY WORK IS UNACCEPTABLE
- GIVE THEM MORE RESPONSIBILITY OR SMALL SECTIONS TO MANAGE, THEN WORK UP TO LARGER SECTIONS
- ONCE YOU HAVE CONFIDENCE, ALLOW THEM TO MAKE DECISIONS ON YOUR BEHALF - REVIEW WITH THEM AND GO THROUGH THE DECISION MAKING PROCESS
- COMMUNICATE WITH THE TEAM THE WIDER PICTURE SO THEY KNOW WHEN WORKING ON A SPECIFIC TASK WHAT IT RELATES TO SO IT FEELS LESS ISOLATED
- NOT TO ENFORCE ON PEOPLE YOUR OPINION OR WORK STYLE AND ALLOW THEM TO WORK THINGS OUT THEMSELVES THE WAY THEY WANT
- ALLOW THEM TO TAKE THE LEAD ON MEETINGS, TRAINING, MANAGEMENT OF WORKS. ENSURE THEY ARE SUFFICIENTLY TRAINED ETC.
- MONITOR HOW MANY LARGE CHUNKS OF WORK THEY ARE ASKING ME FOR ASSISTANCE ON
- GIVING MORE RESPONSIBILITIES
- DON'T SOLVE ALL PROBLEMS FOR THE TEAM - TELL THEM OUTRIGHT!
- I WILL NOT INTERFERE IN THE DECISION MAKING PROCESS. EACH LEVEL TO MAKE ITS OWN DECISIONS, WE WILL REVIEW AT THE APPROPRIATE TIME
- THE TIME RELATED TO SOLVE OTHER MEMBER OF THE TEAMS PROBLEMS ALLOWS EACH LEVEL TO BE MORE EFFICIENT IN THEIR OWN RESPONSIBILITIES. TIME SAVING FOR THE NEXT LEVEL.
- THEY REVIEW AND RECOMMEND THE CL. 32 PROGRAMMES FOR ACCEPTANCE (FOR THEIR VARIOUS WORK PACKAGES) WITHOUT RECOURSE TO ME
- ATTEND HIGH LEVEL MEETINGS ETC.
- I WILL AIM TO INCREASE THE AMOUNT OF INTERNAL TRAINING AND KNOWLEDGE TRANSFER FROM MYSELF TO MY TEAM
- SET UP A REGULAR GROUP MEETING FOR TEAM – EACH SESSION FOCUSING ON A DIFFERENT ASPECT OF THE JOB...PRESENTED BY THEM BASED ON THEIR UNDERSTANDING
- TALKING WITH THEM HIGHLIGHTING THEIR BEST SKILLS AND WORK DONE—WHERE THEIR STRENGTHS ARE, WHERE THEY ARE 'OVERPLAYED'

WHAT TOOLS DO YOU NEED TO GIVE YOUR TEAM MEMBERS TO BE LESS RELIANT ON YOU AS A MANAGER AND EMPOWER THEM INSTEAD?

MONKEY MANAGEMENT

In 1974, William Oncken, Jr. and Donald L. Wass published an article in Harvard Business Review that referred to unsolved problems as ‘monkeys’ and the problem of managers unwittingly reducing their effectiveness by taking ownership of monkeys that rightfully need to stay with the employee.

MONKEY MANAGEMENT HAS 5 STAGES:

1 DON'T BREED MONKEYS

WHEN AN EMPLOYEE PRESENTS YOU WITH A PROBLEM, CLARIFY WHAT YOUR EMPLOYEE EXPECTS. IN A HIGHLY FUNCTIONAL MANAGER/EMPLOYEE RELATIONSHIP, THE EMPLOYEE MAY JUST WANT TO BE HEARD AND FEEL UNDERSTOOD. AFTER SOME EMPATHETIC LISTENING, SIMPLY ASKING THE EMPLOYEE **“WHAT DO YOU NEED FROM ME?”** CAN OFTEN RESULT IN **“NOTHING, I JUST NEEDED SOMEONE TO TALK TO. THANKS FOR LISTENING.”**

2 IDENTIFY THE MONKEY

IF SOMEONE COMES TO YOU WITH A SOLUTION, MAKE SURE YOU KNOW WHAT THE PROBLEM IS. IF THE DISCUSSION BEGINS WITH A SOLUTION, ASK **“WHAT PROBLEM ARE WE TRYING TO SOLVE?”**

3 FEED OR SHOOT THE MONKEY

DECIDE IF THE PROBLEM SHOULD BE SOLVED OR DISMISSED. TOGETHER THE MANAGER AND THE EMPLOYEE DECIDE TO WORK ON A SOLUTION OR DECIDE NOT ADDRESS IT AT ALL. CLEARLY STATING **“I AGREE THAT IS AN ISSUE, BUT BECAUSE OF (.....), IT IS NOT A PRIORITY AT THIS TIME,”** IS BETTER THAN AN AMBIGUOUS ACKNOWLEDGEMENT.

4 DON'T TAKE THE MONKEY

CLEARLY COMMUNICATE THAT THE PROBLEM AND ITS SOLUTION BELONG WITH THE EMPLOYEE. A GOOD STARTING POSITION IS **“I COULD TAKE THIS PROBLEM, BUT IT WOULD BE BETTER FOR YOU TO HANDLE THIS. LET'S LOOK AT HOW.”**

5 SCHEDULE THE NEXT MONKEY FEEDING TIME

SCHEDULE THE MANAGEMENT OF THE PROBLEM. **SET ASIDE A SPECIFIC TIME TO ADDRESS THE PROBLEM, ITS SOLUTION, AND PROGRESS UNTIL COMPLETION** – **“TUESDAY AT 2:00PM”** IS A GOOD APPROACH. **“LET'S TALK LATER,”** IS NOT GOOD. AS LONG AS THE PROBLEM REMAINS UNSOLVED, END EACH SCHEDULED DISCUSSION WITH A CLEAR AND SCHEDULED NEXT STEP.

(Source: Life Cycle Institute)

MONKEY MANAGEMENT

WHAT FACTORS ARE CRITICAL FOR ITS SUCCESS?

- Recognition that a problem is being delegated upward
- An understanding by the manager that his or her job is to get problems solved, not solve problems
- Employees who are both willing and able to solve problems

BENEFITS OF PROPER MONKEY MANAGEMENT INCLUDE:

- Effective use of a manager's time
- Increased employee problem-solving skills
- Increased organisational problem-solving capacity
- Greater employee job satisfaction

(SOURCE: LIFE CYCLE INSTITUTE)

OPENABLE DOOR POLICY

Open door and closed door policies both have their benefits, however, making yourself available 24/7 can be detrimental to completing your own duties, and completely removing staff's ability to approach you can lead to errors and a breakdown of interpersonal relationships. An openable door means being

approachable on your own terms, such as setting specific times in the week that staff can book time in with you to discuss any challenges they are having.



HOW CAN YOU USE MONKEY MANAGEMENT TO MINIMISE MICRO-MANAGEMENT AND EMPOWER YOUR PEOPLE?

Source: Onesimusix

MONKEY MANAGEMENT EXERCISE

ROLE PLAY EXERCISE

GROUPS OF TWO (OR THREE) TO TAKE TURNS:

A: TEAM LEADER - HAS A HABIT OF TAKING MONKEYS...BUT NOT THIS TIME!


B: TEAM MEMBER - NEEDY AND LIKES TO PASS MONKEYS TO THEIR MANAGER

(IF NEEDED - C WILL OBSERVE AND PROVIDE FEEDBACK)

B: THINK OF A CHALLENGE THAT YOUR TEAM MEMBERS PRESENT YOU WITH ON A REGULAR BASIS, APPROACH YOUR MANAGER AND TRY TO PASS YOUR MONKEY

A: EMPOWER YOUR TEAM MEMBER BY USING MONKEY MANAGEMENT

Notes on exercise:



YOU DON'T HAVE TO
START WITH A PROBLEM,
YOU COULD TRY
APPROACHING YOUR
MANAGER WITH A
SOLUTION FIRST

GROWTH MINDSET

FIXED MINDSET:

You believe intelligence is fixed & static - so if you're not good at something, you might believe you'll never be good at it

GROWTH MINDSET:

You believe your intelligence and talents can be developed over time through effort and learning

BENEFITS OF A GROWTH MINDSET

- EMBRACING LIFELONG LEARNING
- BELIEVING INTELLIGENCE CAN BE IMPROVED
- PUTTING IN MORE EFFORT TO LEARN
- BELIEVING EFFORT LEADS TO MASTERY
- BELIEVING FAILURES ARE JUST TEMPORARY SETBACKS
- VIEWING FEEDBACK AS A SOURCE OF INFORMATION
- WILLINGLY EMBRACING CHALLENGES
- VIEWING OTHERS' SUCCESS AS A SOURCE OF INSPIRATION
- VIEWING FEEDBACK AS AN OPPORTUNITY TO LEARN

HOW CAN WE DEVELOP A GROWTH MINDSET?

- VIEW CHALLENGES AS OPPORTUNITIES
- LEARN FROM FAILURE
- ASK FOR FEEDBACK
- EMBRACE LIFELONG LEARNING
- CULTIVATE A SENSE OF PURPOSE

HOW DO YOU USE GROWTH MINDSET YOURSELF?

HOW CAN YOU HELP YOUR TEAM TO DEVELOP A GROWTH MINDSET?

THE 7 Es FRAMEWORK TO CREATE A CULTURE OF WELLBEING

ENCOURAGE

Encouraging individuals means more than just praising them when they do well. It's about knowing how to interact with staff on both an individual and a team level to help them create a happy and efficient environment for themselves.

APPROPRIATE & SPECIFIC PRAISE

RECOGNITION

GRATITUDE

MOTIVATION & INCENTIVE

Examples

- A simple “well done” when a staff member has done something well (quite often forgotten during times of pressure)
- Ask staff to individually rank a list of things that motivate them from most to least important e.g. challenging work, money, opportunity for advancement etc. Understanding what motivates individuals gives you the ability to encourage them in a way that suits them best.
- Reward both effort and success. Some employees will come up with great ideas that may not have worked out. Lack of success doesn't mean any less effort was put into the idea.
- Always do your best to keep the team equal in their voices e.g. actively involving quieter staff members in meetings and conversations, allowing them to see that their view counts.
- Pointing out the positives to staff if they don't do as well as expected. Don't dwell on what went wrong, speak to them about what they can learn from the situation so prevent it from happening again
- Team incentives if they hit/exceed targets such as an expenses paid meal or trip.
- Employee of the month/quarter awards: an anonymous team vote avoids any accusations of favouritism
- Financial rewards (directly involving monetary rewards) or non-financial rewards (still may cost the company money, but are targeted at providing psychological benefits).

WILMOTT DIXON

Loyalty is rewarded with a learning fund of £750 per head so workers can try something new, such as learning a language or taking singing lessons. These initiatives contribute to the firm winning the Sunday Times special award for Discovering Potential 75% of their people value the opportunities to learn and grow

THE 7 Es FRAMEWORK TO CREATE A CULTURE OF WELLBEING

PRACTICAL EXAMPLES FROM YOUR COLLEAGUES

- **HAMPERS**
- **ACKNOWLEDGMENT FROM MANAGER, DIRECTOR, PARTNER**
- **TROPHY**
- **NEWSLETTER**
- **GET OUT OF JAIL FREE CARD FROM SOME OBLIGATION**
- **TOURNAMENT OF EMPLOYEES FROM EACH TEAM FOR EMPLOYEE OF THE MONTH/QUARTER, NOMINATIONS FROM WITHIN TEAM**
- **ENCOURAGE TEAM TO PERFORM WELL NOT JUST NOW BUT TO SECURE FUTURE PROJECTS AND PROMOTIONS**
- **ONGOING MONITORING AND COMMUNICATIONS WITH TEAM TO ENSURE THEY KNOW WHEN THEY ARE DOING WELL AND PROMOTE THEM LOOKING INTO THE FUTURE**
- **PERSONAL RECOGNITION FOR ACHIEVEMENTS WITHIN THE TEAM**
- **RECOGNISE GOOD WORK AND EFFORTS**
- **I WILL LEAD BY EXAMPLE. EMBEDDING MYSELF ALL THE IDEAS I AM SHARING WITH THEM AND KEEP FOCUS ON THEM EVERY TIME I AM WITH THE TEAM (REPEATING AND REPEATING) AND GIVING POSITIVE FEEDBACK WHEN THEY EMBED THEM TOO**
- **AS TIME GOES BY THE TEAM IS TAKING LEADERSHIP AND DEPENDING LESS ON YOU TO ARRANGE MEETINGS, EVENTS, SHARING IDEAS AND ATTENDING MORE WITHOUT ME CHALLENGING THEM**
- **ENSURE RECOGNITION IS GIVEN FOR EVERY MILESTONE ACHIEVED**
- **APPRECIATE THE HARD WORK THAT HAS BEEN PUT INTO MEETING DEADLINES AND PROVIDING ACCURATE OUTPUTS**
- **AVOID THE "MISSING TILE THEORY" BECAUSE THE WIDER PROJECT OFTEN FOCUS ON WHAT IS MISSING IN THE PROGRAMME AND THE TEAM MEMBERS HARDLY GET CREDIT FOR WHAT THEY DO**
- **MY INTENTION IS TO HOST MORE REGULAR MEETINGS AND MORE TARGETED RECOGNITION FOR INDIVIDUAL ACHIEVEMENTS**
- **SEND OUT A MONTHLY EMAIL SUMMARISING THE ACHIEVEMENTS OF THE PREVIOUS MONTH AND ASSIGNING PRAISE TO EACH MEMBER OF THE TEAM/RECOGNISING WHAT THEY'VE BEEN WORKING ON**

HOW CAN YOU MORE REGULARLY REWARD AND RECOGNISE YOUR TEAM?

THE 7 Es FRAMEWORK TO CREATE A CULTURE OF WELLBEING

EMBED

Instilling wellbeing values in everything you do. Create policies and infrastructures to make sustainable change possible.

HAVING A PLAN

CARRYING IT OUT EVERYDAY

ENCOURAGING OTHERS

MAKE IT THE CULTURE

- WHAT ARE YOU GOING TO TAKEAWAY FROM THIS?
- WHAT ARE THE QUICK WINS?
- WHAT ARE THE LONGER TERM GOALS?

EXAMPLES

- Create a wellbeing policy and make sure it is implemented
- Don't let standards and policies slip over time and have a periodical review of the policy to remind yourself and other staff about what is expected of them to keep wellbeing standards high.

WHICH SKILLS, ACTIONS & PRACTICES ARE YOU GOING TO USE BOTH FOR YOURSELF AND FOR YOUR TEAMS?

- FROM INTERNATIONAL WELLBEING INSIGHTS?
- FROM ANY OF THE GOOD PRACTICE YOU HAVE WITNESSED?
- FROM ANYTHING THAT YOU USED TO DO (BUT STOPPED DOING) THAT WORKED?

HOW CAN YOU (AND YOUR TEAM) EMBED THESE ACTIONS IN TO PRACTICE?

THE 7 Es FRAMEWORK TO CREATE A CULTURE OF WELLBEING

EVALUATE

Assessing the effects and benefits of the framework over time.

3 SOURCES OF DATA

1. ANECDOTAL: NEGATIVE CHANGES IN THE INDIVIDUAL

Your perceptions are important. This includes seeing or hearing negative changes and whether those changes persist over time.

- Personal Observation
- Instinct & Intuition
- Thoughts & Feelings
- Memories & Reflection

2. QUANTITATIVE: NUMERICAL INFORMATION RELATED TO THE IMPACT OF STRESS ON THE TEAM/INDIVIDUAL

Looking at whether there are measurable effects such as changes in efficiency or absence

- Facts, Figures & Numbers
- Percentages, Sizes & Dimensions
- Stats, Trends & Benchmarks
- Frequency

3. QUALITATIVE: NON-NUMERICAL INFORMATION

Others' perceptions are also important so make sure to explore how other people describe their experience. Data like this can come from chance remarks, one-to-ones or perhaps most importantly from FOCUSED team meetings.

- Detail, Theories & Reasons
- Characteristics & Context
- Helps Form Hypotheses
- Meetings, Interviews & Focus Groups

HOW CAN WE EVALUATE PROGRESS IN THE AREAS YOU WISH TO IMPROVE?

HOW DO YOU KNOW YOU HAVE ACHIEVED SUCCESS?

MY ACTION PLAN — 30 DAY CHALLENGE

S.M.A.R.T.O

- SPECIFIC** WELL-DEFINED AND CLEAR
- MEASURABLE** KNOW IF THE GOAL IS OBTAINABLE AND HOW FAR AWAY COMPLETION IS
FIND OUT WHEN YOU HAVE ACHIEVED YOUR GOAL
- ACHIEVABLE** AGREEMENT ON WHAT THE GOAL SHOULD BE AND IF IT IS REALISTIC
- REALISTIC** WITHIN THE AVAILABILITY OF RESOURCES, KNOWLEDGE AND TIME
- TIME-BASED** ENOUGH TIME TO ACHIEVE THE GOAL, NOT TOO MUCH TIME WHICH CAN HINDER PERFORMANCE

...AND MUST HAVE

- OWNERSHIP** WHO IS DOING THIS?

THE 30-DAY CHALLENGE WILL MAXIMISE YOUR CHANCES OF TURNING USEFUL KNOWLEDGE AND TECHNIQUES INTO POSITIVE BEHAVIOURAL CHANGE.

IT TAKES AT LEAST 28 DAYS TO TURN ACTIONS INTO HABITS, WHICH IS WHY THIS IS A MONTH-LONG PROGRAMME

ACTIONS

30 DAYS

BUDDY SYSTEM

FEEDBACK

THE 30 DAY CHALLENGE IS AN OPPORTUNITY FOR YOU TO HAVE ACCOUNTABILITY AND SUPPORT FROM YOUR BUDDY TO PROGRESS AGAINST YOUR 7 Es ACTION PLAN



MY 30 DAY ENGAGEMENT ACTION PLAN

EMPOWER MY TEAM

What I am going to do...

How I am going to do it...

How I will know if it's been successful...

ENCOURAGE MY TEAM

What I am going to do...

How I am going to do it...

How I will know if it's been successful...

DEVELOP OR REINFORCE A GROWTH MINDSET

What I am going to do...

How I am going to do it...

How I will know if it's been successful...

BUDDY SYSTEM SUPPORT

To implement positive behavioural change, we must form new habits - it takes at least 28 days to form a new habit. We must decide our actions, carry them out, support and be accountable to ourselves and each other.

Who will you make yourself accountable to over the next 30 days?

How will you stay in touch? How many times over the next 30 days?

SUPPORT RESOURCES

MENTAL WELLNESS/HEALTH PAGE

- Please visit your intranet for more information on burnout prevention and stress management: <https://portal.simon-kucher.com/sites/hr/Pages/BurnoutPreventionStressManagement.aspx>
- Here you will also find information on:
 - Training and learning resources
 - Local support by country
 - Internal support by country
 - General health resources
 - Ombudspeople

WORLD HEALTH ORGANIZATION (WHO)

- WHO work to improve the mental health of individuals and society at large
- Find further information here regarding mental wellbeing and mental disorders
- https://www.who.int/mental_health/en/

Take personal
responsibility to get the
individual support you need

NOTES

A large rectangular area defined by a dashed purple border, intended for taking notes.



International
Wellbeing Insights
People, Culture & Wellbeing

We provide a range of services across the UK and internationally. We are always happy to discuss how we can support you.

We look forward to supporting your wellbeing journey.

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We have supported many organisations, including:

